

Exhibit 4-11 shows an example of the form used by DPI for the Employee Work Plan and Evaluation System.

As shown in **Exhibit 4-11**, the employee work plan and evaluation system describe the initial work plan expectations, final review, and performance rating for each employee. The DPI performance assessment system reportedly is tied to the agency's overall goals with alignment to the State Board of Education goals. Interviews, however, substantially indicate no knowledge of the State Board goals nor the employee roles in achieving these goals. Further, interviews indicate that employees are not consistently evaluated through the Employee Work Plan and Evaluation System. Comprehensive written procedures have yet to be established consistent with current operations in the agency.

To be effective, the employee work plan and evaluation system must be tied to goals relevant to each employee's work responsibilities in accordance with the overall DPI goals. These are important elements of an overall system of quality control and accountability.

RECOMMENDATION

Recommendation 4-22:

Develop current comprehensive job descriptions, and tie job descriptions to the Employee Work Plan and Evaluation System with alignment to DPI goals.

The implementation of comprehensive job descriptions will help ensure consistency and equity in the department's personnel management and assessment system. Aligning each employee's work plan with DPI goals will help ensure a quality system of accountability. Each job description should include, at a minimum, essential functions of the job, minimum education and experience requirements, physical requirements, and the date of creation and last revision. Most organizations also include knowledge, skills, and abilities required to perform the essential job responsibilities.

In accordance with revised job descriptions and work plans, DPI should update its procedures to properly reflect the changes in work practices resulting from changes to work tasks and responsibilities. Current, comprehensive procedures are necessary to provide a basis from which internal and administrative controls can be incorporated into the DPI internal system of accountability and quality control.

Updated procedures constitute the means by which DPI communicates expectations, and should provide the mechanism for:

- establishing expectations;
- establishing documentation of work practices;
- keeping the board and administration out of trouble;
- establishing an essential division between policy making and administrative roles;
- creating guidelines within which personnel operate;
- providing reasonable assurances of consistency and continuity in decisions;
- providing guidance for the allocation of funds, facilities, and other resources; and
- facilitating and guiding the orientation of the employees.

